United Nations | Department of Economic and Social Affairs

CARICAD
Caribbean Centre for Development Administration

Webinar Series on
Innovation, Digital Government and Changing Mindsets for Public Sector Transformation

21, 28 February 2024 - 20, 27 March 2024

Booklet

SUSTAINABLE DEVELOPMENT GOALS

1 NO POVERTY
End poverty in all its forms everywhere

2 ZERO HUNGER
End hunger, achieve food security and improved nutrition and promote sustainable agriculture

3 GOOD HEALTH AND WELL-BEING
Ensure healthy lives and promote well-being for all at all ages

4 QUALITY EDUCATION
Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

5 GENDER EQUALITY
Achieve gender equality and empower all women and girls

6 CLEAN WATER AND SANITATION
Ensure availability and sustainable management of water and sanitation for all

7 AFFORDABLE AND CLEAN ENERGY
Ensure access to affordable, reliable, sustainable and modern energy for all

8 DECENT WORK AND ECONOMIC GROWTH
Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

10 REDUCED INEQUALITIES
Reduce inequality within and among countries

11 SUSTAINABLE CITIES AND COMMUNITIES
Make cities and human settlements inclusive, safe, resilient and sustainable

12 RESPONSIBLE CONSUMPTION AND PRODUCTION
Ensure sustainable consumption and production patterns

13 CLIMATE ACTION
Take urgent action to combat climate change and its impacts

14 LIFE BELOW WATER
Conserve and sustainably use the oceans, seas and marine resources for sustainable development

15 LIFE ON LAND
Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss

16 PEACE, JUSTICE AND STRONG INSTITUTIONS
Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

17 PARTNERSHIPS FOR THE GOALS
Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

Webinar Series on

"Innovation, Digital Government and Changing Mindsets for Public Sector Transformation"

21 and 28 February 2024

20 and 27 March 2024

Table of Contents

Concept Note

Concept Note

1.   Description of the Event

The Caribbean Centre for Development Administration (CARICAD) in collaboration with the United Nations Department of Economic and Social Affairs, Division for Public Institutions and Digital Government (UN DESA/DPIDG), as well as other global and regional partners, will organize a Webinar Series on "Innovation, Digital Government and Changing Mindsets for Public Sector Transformation". The webinars will be held on 21 and 28 February 2024 and 20 and 27 March 2024. They will bring together research findings, innovative practices and thought leadership on these all-important topics of innovation, digital government and changing mindsets for public sector transformation.

Among the areas to be covered, in this four-session webinar series, are the global context of digitalization and an exploration of the requirement for changing mindsets as foundational to innovation, digitalization and public sector transformation. CARICAD will also present its findings from an e-Government survey conducted amongst its member states. In addition, small country experiences will be explored.

2.   Context

The world is undergoing a period of unprecedented change. At the same time, the rapid pace of emerging technologies requires an improvement in management capabilities. Indeed, the digitalization of societies is globally recognized as an enabler for the achievement of human progress as defined by the Sustainable Development Goals (SDGs). While enabling benefits are recognized, so too are the associated risks. Public institutions therefore play a critical role in establishing the appropriate policy frameworks to maximize the benefits, while mitigating the risks, to support digital societal transformation.

The Caribbean's commitment to the SDGs, the priorities for the Caribbean Community (CARICOM), as well as the national vision of the CARICOM member states, all require more innovative, responsive, and transformed public services. The Caribbean region must be prepared to take advantage of these developments as well as to create an environment which will lead to adaptability in mindset, resilience, and innovation.

Much has been said about the implementation deficit in the Caribbean region and its vulnerability. In addition, the loss of talent particularly at the leadership and senior levels caused by retirement, resignations, and migration, creates a need for the development and sustaining of relevant capabilities to address the emerging challenges and interlocking crises, such as climate change, food insecurity, energy access, jobs and social protection, and digital connectivity.

3.   Objectives

The Webinar Series on Innovation, Digital Government and Changing Mindsets for Public Sector Transformation seeks to explore practices and approaches to the digital transformation of public services globally and regionally, different mindsets, the role of changed mindsets and capacity building strategies (aimed not only to the public sector but society as a whole), to support this transformation.

It will examine the relevance of adopting new mindsets to accelerate the implementation of digital government to improve the delivery of public services to citizens. By changing our mindset, we can leverage the potential of emerging technologies and foster a culture of innovation and resilience and respond to the needs and expectations of our citizens.

The Webinar Series will also be an opportunity to highlight a project on "Developing Capacities for Innovation, Digital Government Transformation and Changing Mindsets in the Caribbean Small Island Developing States (SIDS)". The project is being spearheaded by UN DESA/DPIDG and the Division for Sustainable Development Goals (DSDG) in collaboration with CARICAD, the Economic Commission for Latin America and the Caribbean (ECLAC) and the UN Resident Coordinator Offices in the region. The project will strengthen the capacity of selected countries in the Caribbean SIDS to mobilize their institutions and public servants to enhance effectiveness and institutional coordination, public accountability, and engagement of key stakeholders in the implementation and review of the SDGs. Lessons learned and experiences will be shared among colleagues in the region during the life of the project. The three-year project is expected to begin in January 2024. The Webinar Series will align with the objectives of the project.

4.   Thematic Focus

The Webinar Series will focus on how to develop a culture of innovation to improve the delivery of government services by changing mindsets. The series will cover the following topics:

Webinar 1: Changing Mindsets for Innovation and Digital Government

Webinar 2: State of Digital Transformation in CARICAD Member States - Findings of the CARICAD e-Government Survey and the UN e-Government Survey

Webinar 3: Innovation in Public Service Delivery

Webinar 4: Country Experiences in Changing Mindsets, Innovation and Digital Government - Successful country experience and digital transformation efforts underway in the Organisation of Eastern Caribbean States (OECS)

Relevance to the UN DESA project and the realities of Artificial Intelligence (AI) will be discussed throughout all the sessions.

5.   Methodology

The Webinar Series will feature presentations by experts and discussions on innovative practices for peer-to-peer learning. It will be conducted virtually.

6.   Format

The webinar series will comprise four (4) online sessions using the Zoom Platform. There will be one (1) weekly session over a period of four (4) weeks. Each session will last for 1.5 to two (2) hours and will consist of:

- A presentation by a featured speaker/s
- Q and A segment

7.   Target Audience

Public officials, including those performing at senior levels.

8.   Expected Results

The Webinar Series aims to increase awareness and foster a shift in mindsets that are essential for innovation and digital transformation of public services. By the end of the Webinar Series, participants will have:

- Learned about the changes that are required at different levels (individual, organizational, and institutional) to successfully change mindsets.

- Gained insights from country experiences to inspire and guide their actions to address the challenges of implementing digital public services in their contexts.

Agenda

Agenda

Webinar 1 – Changing Mindsets for Innovation and Digital Government

Wednesday, 21 February 2024, 10:00 a.m. - 11:30 a.m. Eastern Caribbean Time (9:00 a.m. NY Time)

Moderator: Dr. Lois Parkes, Leadership Development and Institutional Strengthening Specialist, Caribbean Centre for Development Administration (CARICAD)

10:00 – 10:05 (Eastern Caribbean Time)
Welcome Remarks
- o Dr. Lois Parkes, Leadership Development and Institutional Strengthening Specialist, CARICAD

10:05 – 10:30 Opening Remarks
- o Hon. David Archer, Deputy Governor, Government of the British Virgin Islands, Chairman of CARICAD
- o Mr. Juwang Zhu, Director, Division for Public Institutions and Digital Government, UN Department of Economic and Social Affairs (UN DESA)
- o Mr. Rodney Taylor, Secretary General, Caribbean Telecommunications Union (CTU)

10:30 – 10:50 Keynote Presentation
- o Dr. Adriana Alberti, Chief, Programme Management and Capacity Development Unit, Division for Public Institutions and Digital Government, UN DESA

10:50 – 11:00 Presentation on the CARICAD Public Sector Transformation Schema
- o Mr. Devon Rowe, Executive Director, CARICAD

11:00 – 11:25 Discussion and Q&A

11:25 – 11:30 Key Insights and Closing

Webinar 2 – State of Digital Transformation in CARICAD Member States
Results from 2023 CARICAD Regional Survey and Findings UN e-Government Survey

Wednesday, 28 February 2024, 10:00 a.m.- 11:30 a.m. Eastern Caribbean Time (9:00 a.m. NY Time)

Moderator: Dr. Lois Parkes, Leadership Development and Institutional Strengthening Specialist, Caribbean Centre for Development Administration (CARICAD)

10:00 – 10:05 (Eastern Caribbean Time)
Welcome Remarks
- o Dr. Lois Parkes, Leadership Development and Institutional Strengthening Specialist, CARICAD

10:05 – 10:30 Presentation on the Findings of CARICAD's Regional E-Government Survey
- o Amit Uttamchandani, Chief Technology Officer, Caribbean Corner Office
- o Ashish Uttamchandani, Partner, Caribbean Corner Office

10:30 – 10:50 Presentation on the Findings of the UN E-Government Survey
- o Vincenzo Aquaro, Chief, Digital Government Branch, Division for Public Institutions and Digital Government, UN DESA

10:50 – 11:25 Discussion and Q&A

11:25 – 11:30 Key Insights and Closing

Webinar 3 – Innovation in Public Service Delivery
Conditions for successful innovation in digital transformation in the age of AI

Wednesday, 20 March, 2024, 10:00 a.m. - 11:30 a.m. Eastern Caribbean Time (9:00 a.m. NY Time)

Moderator: Dr. Lois Parkes, Leadership Development and Institutional Strengthening Specialist, Caribbean Centre for Development Administration (CARICAD)

10:00 – 10:05 (Eastern Caribbean Time)
Welcome Remarks
- o   Dr. Lois Parkes, Leadership Development and Institutional Strengthening Specialist, CARICAD

10:05 – 10:20 Presentation
- o   Dr. Cristina Rodriguez-Acosta, Inter-regional Advisor, Digital Government Branch, Division for Public Institutions and Digital Government, UN DESA

10:20 – 10:35 Presentation
- o   Dr. Marielza Olivera, Director, Division for Digital Inclusion, Policies and Transformation, Communications and Information Sector, UNESCO

10:35 – 10:50 Presentation on The Role of the Public Service Training Institutions in Supporting Public Sector Innovation
- o   Ms. Prudence James Townsend, Director Business Development and Communication, Management Institute for National Development (MIND), Jamaica

10:50 – 11:25 Discussion

11:25 – 11:30 Key Insights and Closing

Webinar 4 – Country Experiences on Changing Mindsets, Innovation and Digital Government

Wednesday, 27 March, 2024, 10:00 a.m. – 11:30 a.m. Eastern Caribbean Time (9:00 a.m. NY Time)

Moderator: Dr. Lois Parkes, Leadership Development and Institutional Strengthening Specialist, Caribbean Centre for Development Administration (CARICAD)

10:00 – 10:05 (Eastern Caribbean Time)
Welcome Remarks
- o Dr. Lois Parkes, Leadership Development and Institutional Strengthening Specialist, CARICAD

10:05 – 10:20 Presentation on ASAN Public Services
- o Mr. Mahammadali Xudaverdiyev, Director General for International Affairs, State Agency for Public Service and Social Innovations under the President of Azerbaijan

10:20 – 10:35 Presentation on the Caribbean Digital Transformation Project
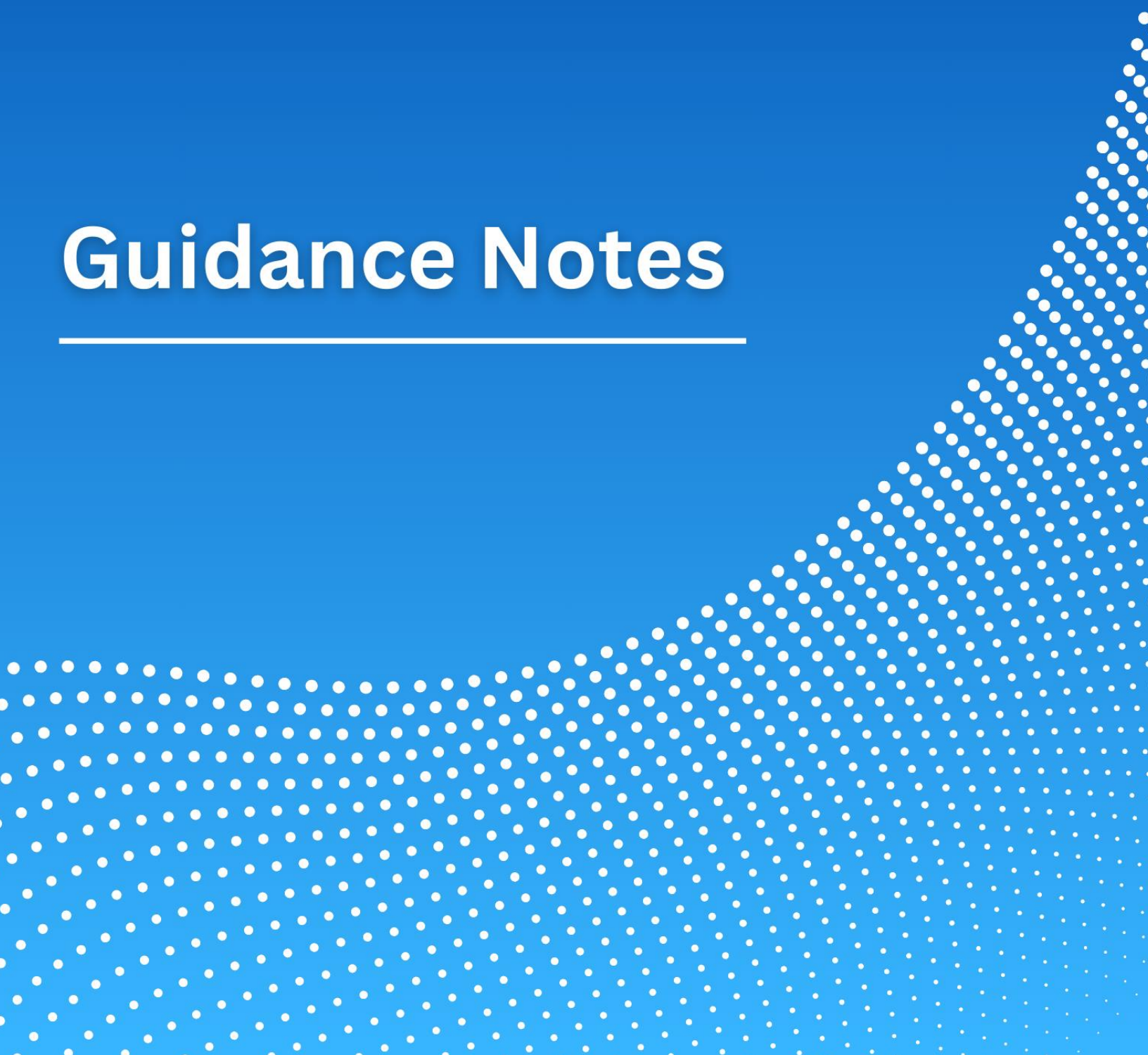- o Dr. Jermaine Jewel Jean-Pierre, Project Manager, World Bank-funded Caribbean Digital Transformation Project

10:35 – 10:50 Presentation on Uruguay's Digital Transformation Journey

10:50 – 11:25 Discussion

11:25 – 11:30 Key Insights and Closing

Guidance Notes

Webinars' Guidance Notes

Webinar 1 on Changing Mindsets for Innovation and Digital Government

Background

The 2030 Agenda for Sustainable Development recognizes the need to build peaceful, just and inclusive societies that provide equal access to justice and that are based on respect for human rights, effective rule of law and good governance at all levels and transparent, effective and accountable institutions, in line with Goal 16. Indeed, institutions play a critical role in the achievement of all the SDGs and targets. However, the COVID-19 pandemic and other global challenges, including climate change, geopolitical tensions, food insecurity, increasing levels of inequality, have strongly disrupted the implementation of the SDGs and the regular functioning of (public) institutions and affected key government functions and processes, undermining the effectiveness of government action.

As the Caribbean region grapples with inter-locking crises, it is essential to rethink governance systems and public sector arrangements, with SDG 16 as a key pillar for transformation. The public sector in the Caribbean region continues to face a capacity challenge in delivering change and transformation, with particular challenges being experienced in relation to mindsets, capacity, processes, and right skill sets. Public sector transformation is "a continuous process of leading and managing change in the public service for innovative adaptation to enable the delivery of services and results in a resilient and sustainable manner" (CARICAD, 2021) and includes new cultures, capacities, and knowledge. Recovering from COVID-19 and other events will require strengthening competitiveness through knowledge and skills upgrading. Also, innovation at national and local levels is needed to create innovative, technology-driven economies and societies. One of the greatest challenges for public servants is to change their mindsets. Changing public servants' beliefs and attitudes (that is, the mindset) for innovation and digital transformation is essential to ensure institutional effectiveness for implementing the SDGs.

This webinar will explore the topic of why changing mindsets in the public sector is critical to promoting innovation and digital government transformation, what new competencies and skills are needed to implement the SDGs, and what are some of the strategies at the institutional, organizational and individual levels that can be pursued to help a mindset shift towards a more agile, innovative and future - oriented public service.

Objectives
- To explore the requirement for changing mindsets as foundational to innovation, digitalization and public sector transformation.

- To explore various mindsets, i.e. digital mindset, innovative mindset and examine the relevant frameworks.

- To deepen participants' understanding of innovation, and the role of digitalization in public sector transformation.

Guiding Questions for the Webinar

1. Why do public servants need to change mindsets and embrace new competencies to deliver on the 2030 Agenda for Sustainable Development?
2. What are some of the strategies to change mindsets and develop capacities at the institutional, organizational and individual levels across government?
3. How can public administration education and training institutes support a change of mindsets in the public sector? What are some of the main challenges to changing mindsets for SDGs implementation in the Caribbean region? How have some of those challenges been addressed? What can we learn from those experiences?

Webinar 2 on State of Digital Transformation in CARICAD Member States
Findings of the CARICAD e-Government Survey and the UN e-Government Survey

Background

Digital government and frontier technologies are bringing great opportunities for SDG implementation while posing risks of further digital and development divide within countries and between developing and developed countries. Frontier technologies are transforming the traditional governance models. This requires redefining the roles of the public and private sector in ensuring that technologies are used to improve public service delivery and the well-being of all.

Digital government transformation is not merely about technologies. It refers to a process of fundamental change requiring a holistic approach that puts people first and revolves around their needs, including the furthest left behind, while mitigating risks associated with the use of technologies. Change should be value-driven and institutionalized across all government levels and society with the aim of supporting the implementation of the SDGs. It also entails fundamental changes in the mindsets of public servants and people across society. Embracing a digital mindset and digital literacy (to be aware of opportunities and risks of the new digital world) is essential for the public sector.

The small size of SIDS economies and the shortfalls in innovation and digital transformation influence the level of productivity and overall competitiveness of these countries. Digital transformation needs to be promoted, with a view to enhancing SIDS Governments' capacities to leverage the power of innovative technologies to create jobs, improve services, catalyze post-COVID-19 recovery, and promote climate resilient development. National policies and public and private investment should enable higher levels of economic productivity through greater investment in human capital development, infrastructure, innovation, research, and technological upgrading, aimed also at diversifying the productive capacities of SIDS.

This webinar will present the results of CARICAD's E-government survey and the 2022 UN E-Government survey highlighting the region's diversity, main results, and how these findings can help to identify the training needs of the public sector.

Objectives

- To present the findings of the CARICAD e-Government Survey

- To present the main findings of the UN e-Government Survey with special emphasis on the Caribbean and main takeaways

- To facilitate a conversation on the status of e-government services in the Caribbean

Guiding Questions

1. What are some of the main findings of the digital government survey for the Caribbean?
2. What do those findings tell us about the digital divide and what are some of the lessons learned or best strategies to deal with such challenges?
3. What can education and training institutes do to support digital mindsets? How can they support preparing the future workforce?

Webinar 3 on Innovation in Public Service Delivery

Background

Promoting innovation and digital transformation in the Caribbean can help countries to deliver services in a more effective and inclusive way, particularly to underserved, rural, physically disconnected, and otherwise marginalized segments of society. Implementing effective, accountable, and inclusive governance and institutions, and pursuing opportunities for innovation and digital transformation, including digital services, could build resilience through progressive structural changes, and mitigate geographical remoteness. The populations in the Caribbean could then be provided with reliable, fast, and affordable connectivity and better access to services, such as health and education.

Innovation should be seen as a means to create public value and not as an end in itself. Promoting innovation, digital government and changing mindsets needs to be a strategic priority for the Caribbean. The goal is to engender innovative, technology-driven economies and societies. Institutional arrangements should also be strengthened to support closer collaboration among policymakers, technology producers, innovators, knowledge management platforms, universities, research institutions, private firms, and consumers.

Artificial Intelligence (AI) has emerged as a disruptive force that promises to reshape economies across the globe. Much has been said about the potential of AI to promote innovation, improve public service

delivery, reduce waste, contribute to residents' engagement, among many other predictions. The rapid technological advances in AI can have ambiguous implications and create both opportunities and challenges. Artificial Intelligence has enormous potential for generating social welfare and for accelerating human progress and sustainable development. At the same time, the rapid development of AI and related technologies raises ethical concerns, including questions about how to deal with the perpetuation of biases, AI capacity development, training, privacy, data disclosure and access *(UNESCO).* Many Caribbean states have not yet developed strategies and national policies to manage the impact of AI on their societies.

This webinar will discuss some of the lessons learned to create a supportive environment for innovation in the public sector. The role of technologies, such as AI, will be examined. Challenges and opportunities will also be discussed.

Objectives

- To explore approaches to fostering innovation in the public sector context

- To explore conditions for successful innovation in digital transformation in the age of AI

- To better understand the public sector skills required for AI and digital transformation

Guiding questions

1. What are some of the good practices around innovation in public service delivery? What type of strategies have been more successful?
2. What are some of the key mindsets needed to ensure the public sector embraces the use of new technologies such as AI for the benefit of public service delivery? What kind of best practices are there that can be applicable to the Caribbean context?
3. How can we build an ethical AI? What kind of regulatory frameworks are in place or need to be put in place to ensure its ethical use?
4. How can the public sector prepare itself for the necessary changes?

Webinar 4 on Country Experiences in Changing Mindsets, Innovation and Digital Government Transformation
Successful country experiences and digital transformation efforts

Background

In a global Survey administered as part of the 75th Anniversary of the United Nations, people from all regions of the world were asked to indicate their top priority. "The immediate priority of most respondents everywhere is improved access to basic services."

In an effort to provide effective, accountable, and inclusive public services, many countries around the world are delivering services through citizen centric One-stop-Shops (OSS). The OSS system is a mechanism, physical and/or digital, which may be a stationary or a mobile service point, where citizens and/or businesses can access all relevant information relating to all public services and conduct all transactions without the necessity of visiting multiple public offices multiple times. The OSS system is considered as an integral part of a digital government transformation strategy. This can also be a vehicle for providing inclusive public service delivery to vulnerable groups.

If properly designed and implemented, the advantages of the OSS system, include: a) greater citizen awareness, expectations and government responsiveness; b) better regulatory delivery; c) increased accountability; d) reduction in corruption; e) enhanced social inclusion; f) decreased fragmentation in public service delivery, thereby improving citizen satisfaction with public service delivery; g) increased citizen trust in government; h) enhanced national competitiveness; and i) increased capacity to deliver on the SDGs. For example, Azerbaijan has created an institution with multiple responsibilities, called SAPPSI, which develops and operates OSSs. Several innovative practices in digital public service delivery are taking place across the Caribbean region, for example the World Bank-funded Caribbean Digital Transformation Project, as well as across Latin America.

This webinar will aim at sharing real-world experiences of public sector digital transformation, including the challenges, the journey, successes and lessons learnt, and approaches to changing mindsets.

Objectives

- To share real-world experiences of public sector digital transformation, including the challenges, the journey, successes, and lessons learnt, including approaches to changing mindsets.

Guiding questions

1. What are some of the good practices around innovation in public service delivery across the world and in the Caribbean region?
2. What type of strategies have been more successful?

3. What are the key ingredients for successful innovation and digital government transformation for effective and inclusive service delivery?
4. What can we learn from these innovative practices?
5. How have countries been able to promote innovation and digital mindsets?

Organizers

Organizers

The Caribbean Centre for Development Administration (CARICAD)

The Caribbean Centre for Development Administration was formed in 1979 as the Caribbean Sub-Centre of the Latin American Centre for Development Administration (CLAD). The Centre became fully operational in 1980 with Headquarters established in Barbados and is an Institution of the Caribbean Community under Article 21 of the Revised Treaty of Chaguaramas. The Agreement Establishing CARICAD charges the Centre with the general objective of "rendering… assistance to the countries of the Caribbean area for the purpose of improving their administrative capability to accelerate their social and economic development". In keeping with this mandate, CARICAD is the Region's focal point for transforming and modernising the public sectors of Member States to better formulate and implement public policy towards the achievement of good governance which is indispensable to sustainable development.

The Department of Economic and Social Affairs of the United Nations Secretariat (UN DESA)

The Department of Economic and Social Affairs of the United Nations Secretariat is a vital interface between global policies in the economic, social and environmental spheres and national action. The Department works in three main interlinked areas: (i) it compiles, generates and analyses a wide range of economic, social and environmental data and information on which States Members of the United Nations draw to review common problems and to take stock of policy options; (ii) it facilitates the negotiations of Member States in many intergovernmental bodies on joint course of action to address ongoing or emerging global challenges; and (iii) it advises interested Governments on the ways and means of translating policy frameworks developed in United Nations conferences and summits into programmes at the country level and, through technical assistance, helps build national capacities.

Readings

Useful Readings and References
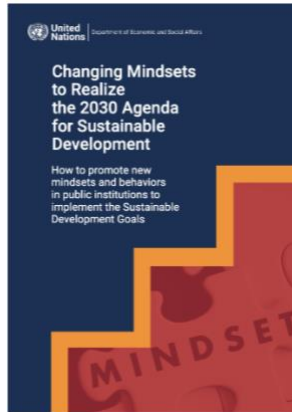
Report on Changing Mindsets to Realize the 2030 Agenda for Sustainable Development

The idea of producing a publication on Changing Mindsets to Realize the 2030 Agenda for Sustainable Development was conceived in 2019 as a follow-up to the workshop on "Mobilizing and Equipping Public Servants to Realize the 2030 Agenda". The workshop brought together worldwide experts on the subject matter of changing mindsets and allowed for insightful discussions with many schools of public administration. It was organized by the United Nations Department of Economic and Social Affairs (UN DESA) during the United Nations Public Service Forum in Baku, Republic of Azerbaijan.

The publication is intended as a companion document to the Curriculum on Governance for the Sustainable Development Goals and its Toolkit on Changing Mindsets in Public Institutions to Implement the 2030 Agenda for Sustainable Development developed by UN DESA, Division for Public Institutions and Digital Government (DPIDG). UN DESA/DPIDG's mission is to support governments in strengthening their capacities to translate the Sustainable Development Goals (SDGs) and other internationally agreed goals into institutional arrangements, strategies, and programmes for effective service delivery and participatory, accountable, and inclusive decision-making processes.
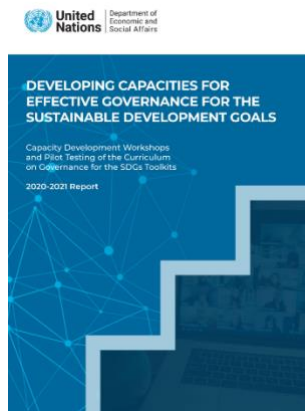
Curriculum on Governance for the Sustainable Development Goals

The 2030 Agenda for Sustainable Development recognizes the need to build peaceful, just and inclusive societies that provide equal access to justice and that are based on respect for human rights (including the right to development), on effective rule of law and good governance at all levels and on transparent, effective and accountable institutions". Goal 16 of the 2030 Agenda specifically calls for effective, accountable and inclusive institutions at all levels. Indeed, institutions play a critical role in the achievement of all the Sustainable Development Goals (SDGs) and targets. However, public sector reforms needed to implement the SDGs continue to be a major and vexing challenge in many countries. The 11 Principles of Effective Governance for Sustainable Development, developed by the UN Committee of Experts on Public Administration and endorsed in 2018 by the Economic and Social Council, provide practical, expert guidance to interested countries in a broad range of governance challenges associated with implementation of the 2030 Agenda. The Curriculum Toolkits address the 11 Principles of Effective

Governance. The Curriculum on Governance for the Sustainable Development Goals aims to provide a holistic and integrated framework for capacity development in the area of governance and public institutions. It aims to promote critical understanding of sustainable development issues, enhance governance capacity, and strengthen public servants' awareness of their active role in contributing to the achievement of the SDGs.

UN E-Government Survey 2022

The United Nations E-Government Survey 2022 is the 12th edition of the United Nations' assessment of the digital government landscape across all 193 Member States. The E-Government Survey is informed by over two decades of longitudinal research, with a ranking of countries based on the United Nations E-Government Development Index (EGDI), a combination of primary data (collected and owned by the United Nations Department of Economic and Social Affairs) and secondary data from other UN agencies.

This edition of the Survey includes data analysis in global and regional contexts, a study of local e-government development based on the United Nations Local Online Service Index (LOSI), consideration of inclusion in the hybrid digital society, and a concluding chapter that outlines the trends and developments related to the future of digital government. As wish all editions, it features extensive annexes on its data, methodology and related pilot study initiatives.
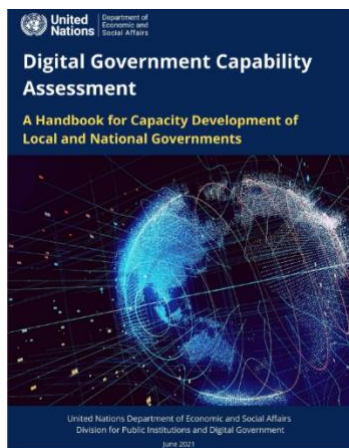
Digital Government Capability Assessment Handbook

The Digital Government Capability Assessment (DGCA) is a six-dimension framework of enablers to engage governments in discussions towards digital government transformation. Considering that digital government requires a multifaceted response from governments, the dimensions of the DGCA contain various statements which could guide governments in understanding gaps and policy entry points.

Completing a DGCA will help civil servants build new understanding of the level of digital government capability that exists in a country as a foundation for continued efforts to innovate and lead in the area of digital government and public service delivery. A DGCA is not meant to be used to benchmark capability, but rather to develop an understanding of current capability and to inform decision making about where investments are needed to increase innovation and digital government capability leading to improvements in public service delivery.
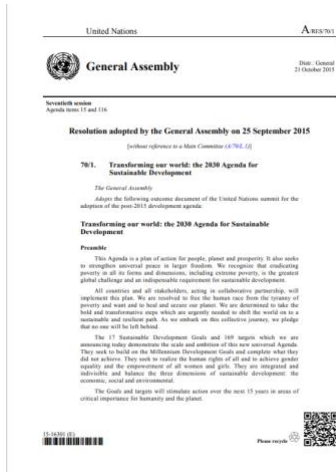
Resolution adopted by the General Assembly on 25 September 2015: Transforming our world: the 2030 Agenda for Sustainable Development

This Agenda is a plan of action for people, planet and prosperity. It also seeks to strengthen universal peace in larger freedom. We recognize that eradicating poverty in all its forms and dimensions, including extreme poverty, is the greatest global challenge and an indispensable requirement for sustainable development.

All countries and all stakeholders, acting in collaborative partnership, will implement this plan. We are resolved to free the human race from the tyranny of poverty and want and to heal and secure our planet. We are determined to take the bold and transformative steps which are urgently needed to shift the world on to a sustainable and resilient path. As we embark on this collective journey, we pledge that no one will be left behind.

Innovation, Digital Government and Public Service Delivery for Sustainable Development in the Caribbean Region

This report summarizes presentations and outcomes of a facilitated online training workshop on Innovation, Digital Government and Public Service Delivery for Sustainable Development, which was jointly organized by the United Nations Department of Economic and Social Affairs, through the Division for Public Institutions and Digital Government (UN DESA/DPIDG) and the SIDS Unit of the Division for Sustainable Development Goals (DSDG), in collaboration with the Caribbean Centre for Development Administration (CARICAD) and the Caribbean Community (CARICOM), and with the participation of the United Nations Economic Commission for Latin America and the Caribbean (UN ECLAC), among others.

Citizen-centric
- Greater reliance on personal integrity and values
- Service quality including timeliness, reliability, responsiveness, empathy and assurance
- Horizontal governance - reaching a cross section of the society
- Garner citizen input through a variety of methods
- Meet the needs of people
- Create feedback loops that demonstrate the impact of citizen input
- Diversity in the workplace

Technologically innovative and Data-driven
- Open source governance
- Effective policies, laws, regulations and administrative practices
- Freely accessible and shareable data
- Open data in standardized and digital formats
- Use of open data to support innovation
- Cross-disciplinary and cross-sector collaboration integral to promoting greater interoperability
- Sharing analytics and information with the public

Outcomes-focused
- Align around concrete goals and outcomes
- Integrated Performance Management at national, organizational and individual levels eg accountability frameworks, including strategic planning, results-based management, performance management systems
- Planning and Implementing: monitor the implementation of plans to ensure that key results are achieved
- Programme budgeting
- Greater emphasis on performance, skill and knowledge intensive activities to achieve outcomes
- Changes from reliance on job descriptions to results expectations

Talent Management-focused
- Targeted Human Resource Development
- Learning as an ongoing feature of jobs
- Competency based HRM
- Development of a culture of empowerment
- Leadership Development
- Succession Planning
- More empowered and autonomous work
- Outsourcing of skills
- Employment management (recruitment, retention etc)

Systemically - transformative
- Systems, procedures and practices
- Shared values and culture change
- Skills
- Structure
- Style of leadership
- Strategy, Policies
- Staffing
- Evidence-based Decision Making
- Setting clear Vision and metrics for success
- *Inter and intra-agency cooperation*

April 2018

Building a Resilient 21st Century Public Sector in the Caribbean

This article recognises the contextualised nature of public sector transformation in a complex, frequently intransient and change-averse system, and identifies some factors that are necessary in order for public sector organisations to attain resilience status. These include the importance of: citizen centricity, technology, human capital development, systemic transformation and a focus on outcomes.
(CARICAD, 2018)